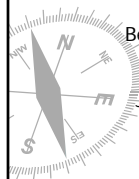


Social Services in Chattanooga



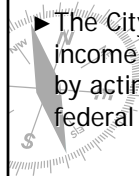
Bernadine Turner, Administrator, Human Services Department

David Eichenthal, City Finance Officer

Janna Jahn, Deputy Director, Office of Performance Review

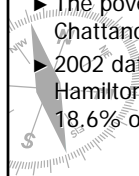
Delivery of Social Services

- ▶ The City of Chattanooga is one of the major providers of social services to low income and special needs residents in our community.
- ▶ The City also addresses the needs of low income residents through collaboration and by acting as a funding partner with state, federal and philanthropic sources.



Defining the target population

- ▶ According to the 2000 Census, there were 26,843 individuals living in poverty in Chattanooga -- 17.9% of the total population -- compared to 12.4% nationally.
- ▶ The poverty rate for children under 18 was 27% in Chattanooga -- compared to 16.6% nationally.
- ▶ 2002 data is only available at the county level. In Hamilton County, 12.9% of all individuals and 18.6% of all children were living in poverty.



Chattanooga Human Services Department (CHSD)

- ▶ CHSD's roots are in the 1964 Economic Opportunity Act. CHSD was originally the local community action agency for Hamilton County.
- ▶ In 1990, CHSD became a City department, with the administrator appointed by the Mayor.
- ▶ In FY 2005, CHSD has 231 authorized full time employees. Out of CHSD's \$13.6 million budget, less than 10% comes from City General Fund Revenue.

Head Start/Early Head Start

- ▶ CHSD's largest single program is Head Start/Early Head Start. Approximately 80% of the Department's budget and full time staff are dedicated to the program.
- ▶ In December 2004, there were 622 three and four year olds enrolled at 5 Head Start centers and 8 Collaboration sites in both the City and County.
- ▶ There were an additional 10 pregnant mothers and 136 infants under age 3 in 5 Early Head Start sites.

Head Start/Early Head Start

- ▶ Chattanooga is a leader in the delivery of comprehensive child development services.
- ▶ Head Start both prepares children from low income families for learning and provides direct assistance to their families. Head Start monitors children's health and provides adult education and employment training services for parents.

What Effect Does Head Start Have?

- ▶ High/Scope Perry Preschool Study has tracked initial Ypsilanti program participants through age 40 and control group of children who were similarly at risk.
- ▶ 65% completed high school vs. only 45% of control group
- ▶ 76% were employed at age 40 vs. 62% of control group
- ▶ Participants were one-third less likely to have been arrested five or more times
- ▶ Based on 2000 dollars, initial investment of \$15,166 yielded a return of \$258,888 per participant through reduced cost of crime, increased taxes and lower social service costs

Head Start/Early Head Start

- ▶ Chattanooga's Head Start program was one of just 20 out of 1,670 nationally to be honored as a "Program of Excellence" by the National Head Start Association.
- ▶ Chattanooga's success has enabled it to regularly win additional federal resources to expand program capacity. Chattanooga was also one of the first sites in the nation to deliver Early Head Start services.
- ▶ In addition to Head Start and Early Head Start, CHSD also provides child care for 135 children at their headquarters on the West 12th Street.

Providing a Safety Net

- ▶ CHSD's other programs are designed to provide a safety net and basic emergency services to the poorest of the poor.
- ▶ CHSD administers two federally funded program – Weatherization Assistance and Low Income Home Energy Assistance – designed to reduce energy costs for low income residents.

Providing a Safety Net

- ▶ CHSD also provides emergency assistance and oversees both food distribution and summer lunch programs in the community.
- ▶ CHSD operates the Family Neighborhood Center, a community outreach effort, serves a variety of roles in the East Chattanooga community where area residents can come to study for their GED, receive referral information for additional social services, and participate in a range of programs designed to strengthen families.
- ▶ And, through funding from the Corporation for National Service, CHSD runs a local foster grandparent program which both allows senior citizens to maintain self sufficiency and provides important mentoring and role models for at risk children.

Partnerships with Not for Profit Agencies

- ▶ In addition to funding CHSD, the City also provides funding to not for profit agencies that deliver social services to low income Chattanoogaans.
- ▶ General Fund Appropriations totaling close to \$100,000 in FY 2005 went to the Children's Advocacy Center, Chattanooga Urban League and Homeless Health Care Center.

Partnerships with Not for Profit Agencies

- ▶ The City's Office of Community Development also administers approximately \$80,000 in federal Emergency Shelter Grant funds. Some CDBG funds have also gone to local social service agencies.
- ▶ Finally, the FY 2005 budget includes funding for **chattanoogaINVEST**, a program designed to provide seed funding for initiatives that either reduce poverty or crime in the community.

City as Collaborator, Coordinator and Catalyst

- ▶ Recently, some of the City's most important work on social services has not involved direct delivery of social services.
- ▶ CHSD has been an active participant in the Coalition of Emergency Service Providers, a forum for social service providers in Chattanooga.



City as Collaborator, Coordinator and Catalyst

- ▶ City has now taken lead as coordinator of community efforts to increase EITC and child tax credit benefits to working families.
- ▶ CHSD started a VITA site in mid 1990s.
- ▶ In 2004, City led a new initiative targeting areas identified by IRS with large number of eligible families not taking advantage of benefits.



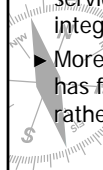
City as Collaborator, Coordinator and Catalyst

- ▶ City doubled number of VITA sites citywide, including first time use of recreation centers in target communities.
- ▶ 2,183 low and moderate income taxpayers took advantage of free service resulting in \$2.6 million back from the Federal Government.



Ending Chronic Homelessness

- ▶ City already funds programs for homeless individuals through Emergency Shelter Grant and General Fund
- ▶ Chattanooga has many good providers of social services for homeless individuals, but lacked an integrated system of service delivery
- ▶ More importantly, Chattanooga – like most cities – has focused on helping homeless individuals, rather than ending homelessness



Ending Chronic Homelessness

- ▶ Bush Administration has launched an effort to end chronic homelessness in ten years.
- ▶ Chronically homeless individuals are those people who people who have a disabling condition and have been homeless for a year or more or four times in the last three years
- ▶ While chronically homeless individuals represent just 10% of all people who are homeless, they account for more than 50% of the cost of homelessness



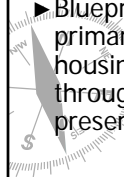
Ending Chronic Homelessness

- ▶ Under the leadership of the Mayor, Chattanooga became one of the first mid size cities to adopt a blueprint to end chronic homelessness in ten years.
- ▶ 14 member Steering Committee developed blueprint which was released in March 2004. Blueprint focused on a “housing first” approach with a goal of solving chronic homelessness by moving individuals into homes.



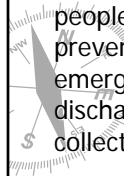
Ending Chronic Homelessness

- ▶ In any given year, 4000 individuals experience homelessness in the region. Of those, approximately 670 meet the criteria of chronic homelessness.
- ▶ Blueprint outlines 9 point plan with a primary goal of creating 1400 affordable housing units for homeless people by 2014 through rent subsidies new housing and preservation.



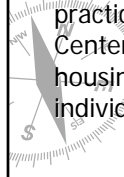
Ending Chronic Homelessness

- ▶ Blueprint also calls for creation of central housing placement office, a short term local rental subsidy, enhanced case management, improved street outreach, linking homeless people to mainstream social services, preventing homelessness through emergency assistance and improved discharge planning and improving data collection.



Ending Chronic Homelessness

- ▶ Implementation of the Blueprint is now being guided by a Regional Interagency Council on Homelessness
- ▶ The "housing first" approach is now in practice in a program run by the Fortwood Center, CHA and CNE that has provided housing for 47 former chronically homeless individuals.



Challenges and Opportunities

- City is very dependent on federal funding for delivery of social services. Track record on Head Start and focused approach on homelessness has allowed City to bring in significantly more federal funding.
- Congress and Administration have been considering shift in Head Start to Department of Education, as well as funding changes. If implemented, City could go out of the Head Start business.

Challenges and Opportunities

- Changing demographics – increasing Latino population and continued increase in elderly – will require new strategies.
- Blueprint to End Chronic Homelessness will require continued focus, leadership and reallocation of the \$7.3 million in community dollars currently spent on homelessness.
- Changes in TennCare may result in increased need for emergency assistance for non-Medicaid eligible low income residents.

Challenges and Opportunities

- Increased State emphasis on universal pre-school programs could create funding opportunities for child care and Head Start.
- Multiple organizations at all levels of government, as well as large non-profit community, create challenge and opportunity of increased coordination.
